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Recommendations in Inspector General's  
Survey of the Career Training Program

No. 1 (Page 12)

The Deputy Director for Support instruct the Director of Personnel to prepare an up-to-date Position Description to reflect accurately the current duties of the Program Officers.

No. 2 (Page 16)

The Deputy Director for Support instruct the Director of Training to improve CT counseling to include:

- ➔ a. Placement of CTs for the Directorate of Intelligence through the Administrative Staff of that Directorate.
- b. Enlarging responsibility for counseling by instructors at the [REDACTED] 25X1A
- c. Earlier identification of CTs to the Directorate where they will ultimately be assigned.
- d. Addition to CT Staff of former CTs with recent experience in operating components.

No. 3 (Page 20)

The Deputy Director for Support instruct the Director of Personnel to:

- a. Periodically bring field recruiters to Headquarters to expose them to meaningful training and work experience.
- b. Consider recruiters for selection to the Mid-Career Executive Development Program.

No. 4 (Page 21)

The Deputy Director for Support instruct the Director of Personnel and the Director of Training to prepare and maintain an up-to-date description of the Agency and the CT Program for use by recruiters.

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No. 5 (Page 22)

The Deputy Director for Support instruct the Director of Personnel and the Director of Training to:

a. Review the role of the [REDACTED] to determine if the program is worth maintaining.

b. Clarify objectives, cull out marginal consultants and appoint new consultants after adequate indoctrination if the program is to be continued.

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No. 6 (Page 23)

The Deputy Director for Support instruct the Director of Personnel to obtain from the Director of Training the CT class profile data and to make this information available to the field recruiters.

No. 7 (Page 25)

The Deputy Director for Support instruct the Director of Personnel to caution recruiters against discussing promotion policies for CTs except for the first promotion, which comes seven months after the beginning of formal training.

No. 8 (Page 28)

The Deputy Director for Support instruct the Director of Personnel to review the present standards for determining starting salaries for CTs and to consider recommending raising these salaries to meet competition from other Government agencies and industry.

No. 9 (Page 30)

a. The Deputy Director for Support amend [REDACTED] to include a statement in the following vein: Supervisors are urged to recommend as applicants to the CT Program employees who meet the qualifying requirements and who have demonstrated by their on-duty performance that they are the types of persons suited for the CT Program.

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No. 9 (continued)

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b. The Deputy Director for Support issue annually a notice directing the attention of supervisors to the above provision of [REDACTED]

No. 10 (Page 31)

The Deputy Director for Support instruct the Director of Training with the Director of Personnel to maintain up-to-date [REDACTED] has been sponsored by [REDACTED] be properly evaluated.

No. 11 (Page 34)

The Deputy Director for Support instruct the Directors of Personnel, Training, Medical Services and Security jointly to review the processing of CT applicants and to submit their recommendations to him for reducing processing time.

No. 12 (Page 34)

The Deputy Director for Support instruct the Director of Personnel to consider assigning a correspondence clerk from the Records Control Division to the Personnel Section which is attached to the CT Staff to facilitate correspondence with CTs.

No. 13 (Page 41)

The Deputy Director for Support instruct the Director of Training, the Director of Security, and the Director of Medical Services to review existing screening of CT applicants and recommend to the DDS possible means of including wives of CT applicants in the selection process.

No. 14 (Page 47)

a. The Deputy Director for Support instruct the Director of Training and the Director of Personnel:

No. 14 (continued)

(1) To tighten existing briefing procedures of applicants for the CT Program to ensure that applicants are adequately briefed by recruiters and Headquarters personnel to minimize security and cover problems.

(2) To review existing processing methods to identify and correct procedures which unduly reveal Agency interest in applicants.

b. The Deputy Director for Support instruct the Director of Training to issue instructions to components providing interim employment to CTs not to expose them to other Government agencies.

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No. 15 (Page 48)  
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The Deputy Director for Plans instruct [REDACTED] to continue his examination with the Chief of the CT Staff of cover problems of CTs and make recommendations to the DDP for the improvement of CT cover.

No. 16 (Page 51)

↗ The Deputy Director for Support instruct the Director of Training to prepare a memorandum of instruction for the Directorate of Intelligence, the Clandestine Services, and the Support Services, emphasizing the importance of the interim assignment and requesting that the component provide an evaluation of the CT's performance.

No. 17 (Page 62)

↗ The Deputy Director for Support instruct the Director of Training, with representatives from the Directorate of Intelligence, the Clandestine Services and the Directorate of Science and Technology, as appropriate, to design a six-week course to be held at Headquarters to familiarize CTs with the functions of the Agency, to replace the nine weeks of training now consumed by Introduction to Intelligence, Intelligence Techniques, and Operations Familiarization.

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No. 18 (Page 64)

The Deputy Director for Support instruct the Director of Training to delete the Managerial Grid Course from the CT Training Program.

No. 19 (Page 66)

The Deputy Director for Support instruct the Director of Training to meet with representatives of the Deputy Director for Intelligence and the Deputy Director for Science and Technology as appropriate, to review the objectives and doctrine of the Intelligence Production Course and develop a curriculum of about six weeks.

No. 20 (Page 69)

a. The Deputy Director for Plans and the Deputy Director for Support arrange to have ex-CTs with significant field operational experience assigned to Headquarters and [REDACTED] as instructors in operations.

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b. The Deputy Director for Plans encourage lecturers from the Clandestine Services to have former CTs with significant operational experience accompany them [REDACTED] to hold informal discussions with CTs.

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No. 21 (Page 70)

The Deputy Director for Support instruct the Director of Training to have CTs and CT applicants informed of the desirability of having a basic typing skill and to assist CTs to acquire this basic skill.

No. 22 (Page 76)

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a. The Deputy Director for Plans review the needs of the Clandestine Services [REDACTED] and determine the degree of proficiency appropriate to CTs entering the Clandestine Services.

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No. 22 (continued)

b. The Deputy Director for Support then instruct the Director of Training:

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No. 24 (Page 80)

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No. 25 (Page 83)

The Deputy Director for Support recommend to the Deputy Director for Plans the elimination of the 13-week desk experience from the CT Training Program.

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No. 26 (Page 86)

The Deputy Director for Support instruct the Director of Training with representatives of the Directorates to review the Report of the Working Group on CIA's Foreign Language Program and other documents pertaining to language training of CTs

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No. 27 (Page 87)

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The Deputy Director for Support, in consultation with the Deputy Director for Plans and the Deputy Director for Intelligence, review the CT training cycle with the objective of reducing the training period of CTs going into the Clandestine Services [REDACTED] and for CTs going into the Directorate of Intelligence and Support Services from six months to four months.

No. 28 (Page 90)

The Deputy Director for Support assign a senior officer to the Office of Training to report directly to the Director of Training as a Special Assistant for coordinating training. His duties as related to the CT Program should include:

- a. Reviewing Career Training Program course content to ensure that individual courses are related to the over-all objectives of the program and that needless duplication is not included.
- b. Ensuring that sound instructional techniques are employed.
- c. Chairing meetings with chiefs of schools and staffs to exchange ideas for improving CT training.
- d. Keeping abreast of latest training developments in Government and industry.
- e. Maintaining liaison with the Assessment and Evaluation Staff of the Office of Medical Services to take advantage of the services A&E can offer to CT training.
- f. Maintaining contact with training officers and operating officials in the three primary Directorates that use CTs.

No. 29 (Page 92)

The Deputy Director for Support negotiate with the Deputy Director for Intelligence for the assignment of an experienced officer, preferably from OCI, to the Office of Training as a special assistant to the Director of Training to represent the Deputy Director for Intelligence in OTR.

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No. 30 (Page 93)

The Deputy Director for Support instruct the Director of Training to:

a. Require that all career officers and contract employees assigned to OTR as instructors take the Instructors Training Course.

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b. Assign an officer experienced in teaching techniques to the staff of the Chief [REDACTED] to assist instructors in improving instructional techniques and in preparing blocks of instruction.

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25X1A No. 31 (Page 97)



No. 32 (Page 105)

The Deputy Director for Intelligence and the Deputy Director for Plans review their systems of CT career development and issue policy statements to their operating components on desirable kinds of assignments for CTs during their early years with the Agency.

No. 33 (Page 108)

The Deputy Director for Support, upon the completion of the studies on the impact of retirement on the Agency, consider requesting a temporary increase in the table of organization of the Career Training Program to meet retirement losses anticipated in the next five to ten years to avoid last-minute crash recruiting programs.

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MEMORANDUM FOR THE RECORD

SUBJECT: Evaluation of Agency Career Trainee Program

Based upon the report sent to us by Inspector General on the review and evaluation of the Agency Career Trainee System, I am listing below some problem areas that have been emphasized by the career trainees in their interviews by the Agency committee.

In evaluating the career system utilized by the Agency, the career trainees raised general questions on the problems of setting standards, requirements, and objectives for career trainees. One of the areas in which the trainees expressed concern was that of college degree requirements for many jobs which they felt was unrealistic. There was a feeling expressed of underemployment and a certain amount of drudge work in these tasks which did not call for college-trained personnel and consequently led to boredom and discouragement. Mentioned also was the career trainees' expression of need for counseling. This is of natural concern to individuals starting to work in any organization. What seems to be important is that the counselor have rapport with young people. Another area

of concern was the lack of initial planning for the first assignment that the career trainees went to upon completion of the training course. The committee in addressing these general areas of concern admitted that further study was needed. The committee recommends<sup>ed</sup> a re-study of the overall structure of our several "career services". The committee is concerned as to whether or not the present career service system is flexible enough to meet the demands of new missions and programs, provide for better allocation of people and broader opportunities for varied assignments and individual advancement. The committee also expresses the feeling that artificial lines divide some of our career services. The committee went on to suggest ~~also~~ that a most careful study is needed on the career service grade structure, promotion practices, and especially the competitive promotion system. As an aid to solving some of these problems, the committee suggests the use of more "comer" lists, increased opportunities for rotational assignments to achieve greater ~~of~~ manpower utilization and to provide developmental experience. A specific identification of junior professionals should be made. A thorough counseling of these young professionals in their first two years with the Agency is needed, and a more equitable and uniform policy in the areas of promotion and training is needed.

The career trainees raised questions about their assignment by management without the consultation of the employee. Tied in with this appears to be a problem of

service from one career service to another which causes developmental assignments and promotions to suffer. The old axiom "Out of sight, out of mind" may apply here. Also, expressed was the concern that the qualifications required of new employees have increased in recent years with the result that a number of individuals hired before these changes were made find themselves at a disadvantage in the process of assignment and advancement.

There seems to be a question regarding the lack of uniform awareness of training and its importance among major components as expressed by the trainees. They felt that there was a deficiency in the long range planning of educational and developmental training objectives. Although there was expressed general satisfaction with training related to the present job of an individual, there is implied concern of training solely for meeting the training quotas by the Agency. The Committee agreed that improvement is needed in the general appreciation of the <sup>training</sup> program and getting supervisors involved will help make progress.

The trainees expressed the feeling that the personnel aspect of a supervisor's job has not <sup>been</sup> given sufficient emphasis on a continuing basis. In this regard, the committee feels there is a need to weed out any weak supervisors and train and motivate others in the supervision of trainees.

One last area of concern of trainees is the lack of a uniform counseling mechanism. In conjunction with this, the report indicates that there is no Agency criteria for the

selection and training of counselors. The Agency's practice and philosophy has been that counseling is a normal supervisory function. From the trainee's standpoint, counseling is a significant weakness in our personnel program. They characterize it as a "too little or too late" approach. The committee recognizes that much needs to be done on the subject. However, the committee feels that counseling has to be a part of the management function and not set apart from nor superimposed upon the supervisory chain of command.

The overall program evaluation report seems to be a generally satisfactory one from the three parties concerned with recognition that certain areas need improvement. Attached to the report is a summary of attitudes based on a questionnaire conducted by the A&E Staff/OMS. Pages 14-16 of this summary cover the main areas of interest and concern resulting from the analysis of this survey. From a review of this summary are at least four areas in which management should be concerned.

1. There are rather mixed attitudes, the survey points out, towards the employees assigned work tasks. 41%, for example, felt the need to look outside their work for job satisfaction. 33% thought their job was not creative, 43% felt that too much time was spent on clerical tasks.


2. A second area of concern pointed was in the employees' attitudes toward communications between management and its employees. 45% had a positive attitude toward adequate communication and 40% negative.

3. A less than favorable majority review on advancement opportunities comes out of this survey. 50% felt they could do better in private industry and also that their promotion rate is slower than they had been lead to believe, 50% had a favorable attitude.

4. The fourth area of some concern has to do with the general satisfaction with physical surroundings and working conditions. Although about 62% were satisfied with these two factors, a strong minority complaint was made on the basis of lack of privacy in office space and inadequate eating facilities.

In view of the above highlights, and in view of the specific facts throughout Inspector General's report and the attitude survey, I would suggest consideration of an Agency survey of middle grade employees GS-11-14, ages 30-45, with at least 10 years work experience. This would give us some comparative data and possibly get the organizational pulse of those who are in the position to influence the young trainees at this time and who will be the ones to move into the senior level positions in the future. I think this kind of survey is just as important as the emphasis we have shown on the career trainee or the new employee.

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Administrative Officer  
O/DDI